CHANGE PROCESSES

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Kurt Lewin’s Change Model

Unfreezing → Motion → Refreezing

Figure A-17: Kurt Lewin’s Change Model

Action Research Change Model

Identify Area of Focus → Data Gathering → Feedback and Joint Diagnosis → Joint Action Planning → Action → Evaluation

Figure A-18: Action Research Change Model

Appreciative Inquiry

Initiate the Inquiry → Inquire into Best Practices → Uncover Themes → Envision a Future → Design and Deliver Ways to Create the Future

Figure A-19: Appreciative Inquiry Change Model
William Bridges’ Transition Management

![Bridges' Transition Management](image)

**Figure A-20: Bridges’ Transition Management**

Gleicher-Dannemiller/Beckhard Change Model

\[ C = D \times V \times F > R \]

- **Change**  = Dissatisfaction with the current state
- **D** = Vision of the desired state
- **V** = Tangible first steps toward the vision
- **F** = The natural human tendency to resist change
- **R** = The system will not have enough energy to create the change needed in that R will overwhelm or stall the effort.

If \( D, V, \) or \( F = 0 \), the theory states that the system will not have enough energy to create the change needed in that R will overwhelm or stall the effort.

**Figure A-21: Gleicher-Dannemiller/Beckhard Change Model**
Change Model Based on John Kotter’s *Leading Change*

- Establish a sense of urgency
- Create a guiding coalition
- Develop a vision and a strategy
- Communicate the change vision
- Empower groups for broad-based action
- Generate short-term success
- Consolidate change and produce more change
- Anchor new approaches in the culture

*Figure A-22: Kotter’s Change Model*